MODERN SALESMANSHIP

Practice and Principles

Investigation in Salesmanship

LA SALLE EXTENSION UNIVERSITY CHICAGO

MODERN SALESMANSHIP

Practice and Principles

TEXT SEVENTEEN

Imagination in Salesmanship

This sales practice is based upon that of many representative sales organizations. The material has been gathered and organized, and the principles deduced and defined by the LaSalle Research, Educational, and Consultation Staffs, assisted by leading sales executives, under the direction of

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IMAGINATION IN SALESMANSHIP

How This Text Teaches the Value of Imagination in Salesmanship

IN THIS text you will be given an illustration of the use of imagination in the sale of a device sold for use in business.

The profit to be enjoyed thru the use of this device cannot be shown or seen with the physical senses; therefore, the salesman is obliged to exercise imagination, in order to "see" the profit himself, and to inspire the prospect to exercise imagination and form a similar mental picture of the profit.

The device used for illustrating the use of imagination in salesmanship is the Multigraph, and the practice represents the practice of thoroly trained and successful salesmen of the American Multigraph Sales Company, of Cleveland, Ohio.

We acknowledge indebtedness for this illustration to the officials of that company, particularly to W. C. Dunlap, vice president in charge of sales.

This point should be clear to you:

While the illustration is confined to the sale of Multigraphs, the same method of procedure may be used effectively in the sale of all kinds of "specialties," thruout the office-appliance field, and in other fields, as will be shown.

The principles are the same as you have seen used in all other illustrations of sales thruout this training service. However, the salesman's method of applying the principles differs from the methods of application hitherto presented.

How You Will Study the Text Material

First, you will make a brief study of the product, its uses, and the advantages to be enjoyed thru it; and you will make a brief survey of the field for the sale of the product. In this section you will learn some of the things that help Multigraph salesmen to exercise imagination.

Next, you will be introduced to the Multigraph salesman, and the prospect in the case—who neither recognizes his need of a Multigraph, nor wants one, at the time the salesman calls upon him. You will be made familiar with the personality and characteristics of these individuals.

Then, you will be given a "selling conversation" between the Multigraph salesman, and the prospect—which results in the sale of Multigraph equipment to the prospect.

You will see, clearly, thru your study of this case, and the comments that are introduced from time to time, the importance which attaches to the exercise of imagination, by the salesman, and to his power to inspire others to exercise imagination.

After this, you will read comments on the case, as you have done in previous texts. Particular attention will be given to the subject of imagination, and you will get a good grasp of this subject thru studying this presentation.

Following this, you will be given brief presentations of the part played by imagination in salesmanship, and of the power of imagination, not only in salesmanship, but as a creative faculty affecting and coloring our everyday lives and conduct. These presentations will crystallize and broaden your grasp of the subject being taught.

The Product and Probable Prospects

BEFORE you read the "selling conversation" between the salesman and the prospect in this case, you will want to know something about the product to be sold, and the prospects to whom it may be sold.

This information will be given you.

What Is a Multigraph?

The Multigraph is an economical means of producing many forms of *direct advertising*—in both regular type and typewritten letter forms. Thru its use, the seller can reach the buyer he wishes to reach—surely and directly—and can eliminate those whom he does not wish to approach. Thru the purchase and use of a Multigraph, the user can make direct contact with prospects, without risk of "leaking" of information, or waste of material and postage.

Moreover, the use of the Multigraph has reduced the cost of production by encouraging the use of blanks and forms in factories, stores, and offices, instead of the old method of relying upon verbal instructions—thus eliminating costly errors and delays.

The Multigraph cannot be compared with any other device which performs similar service—it is in a class by itself.

It is a typesetting device and printing press combined, and its operation—both in typesetting and in printing—is so simple that any intelligent person can operate it successfully after very little practice.

It produces regular typewritten letters in quantities—printing thru a ribbon, from regular typewriter type, the entire letter at one revolution of the cylinder—instead of printing only one character at a time, as is the case with

the ordinary typewriter. Letters produced on the Multigraph resemble individually typed letters.

When equipped with the regular "printer's ink attachment," which is the usual form of equipment when purchased by most business houses, it produces the same kind of printing that is produced on regular printing presses, at a great saving in cost.

The saving varies with the character of the work to be done; it runs from small savings up to 75 per cent and more.

Latest Development in the Art of Printing

Before the invention of the Multigraph, the printing process was not adapted to general business or individual usage, because it required technical skill; and, because of the relatively high cost of equipment, typesetting, locking the type into forms, and then transferring these locked type forms to presses where the printing was done, it was rarely practical for business houses and individuals.

There are several types of Multigraph equipment, designed to meet special business needs, and ranging in price from $150 to $875.

In order that you may get a grasp of the good which may be accomplished by the Multigraph—and thus learn how Multigraph salesmen go about it to cultivate their imaginations—let us make a brief survey of what printing has done for civilization.

What the Art of Printing Has Contributed to Individual and Social Progress

The art of printing, from movable type, seems to date from about 1438—when Johannes Gutenberg invented his movable type and the forms for assembling and holding them into place for use on his printing press.

That's not so long ago; and modern civilization owes more to that invention (and we are speaking of *invention* and not discovery) than to any other invention before or since.

This is a broad claim; but, upon analysis, it will be found to be warranted, because, as you may know, *"the art of printing is the art preservative of all arts."* Much of what has been discovered thruout the ages, prior to the introduction of printing, was lost—and much of what has been discovered since the invention of printing would have been lost, had it not been for "the art preservative of all arts."

In ancient times, all communication was, of necessity, "from mouth to ear." What a scientist discovered, or what any man learned, could be transmitted only thru personal contact. This meant that progress was limited to the effects of personal contact with the wise.

Man's First Step in the Advancement of Learning

When man learned to transmit his thought thru the medium of carvings on rocks (hieroglyphics), he took the first step in the advancement of learning.

When he learned to engrave blocks and clay tablets, from which he made impressions on papyrus, and when he learned to write on that and other material, he took the second step.

When Gutenberg invented his movable type—whereby he could *compose* subjects, character by character (instead of being obliged to make a printing block for every particular subject)—the third step was taken.

Thru this means, it was possible to duplicate, without limit, whatever one man wished to transmit to others—and thus was made possible the transmission of information, of knowledge, to the great mass of mankind.

Many improvements had been made in type faces and printing presses. But, until the invention of the Multigraph, all improvements had been either improvements in form and faces of *type,* or in better methods of using type forms on printing presses.

The original Multigraph was the first invention that brought type and press into a single unit. It is now marketed in two forms: One in which the typesetting and printing parts are in one unit; the other in which they are in two units. In this device was introduced a method of typesetting and printing which permitted printing to be done by persons without technical training in the printing art, as has been said.

Value of This New Invention

The printing process, as it is generally known, is highly specialized work, and requires skilled workmen in each of its branches. Few business houses find it profitable to maintain their own printing plants; consequently, a great deal of the printing for business use is done by printing establishments that specialize in some one, several, or all branches of the printing process.

In the first place, the type must be set, either by hand or by machine. The two most widely known machines in use for this purpose are the linotype and the monotype. (Some concerns set type, and do nothing else.)

Then the type is made up into pages, properly spaced between lines and paragraphs, and the engraved plates (halftones or zinc etchings for illustrations and decorations) are put into place.

"Proofs" are taken of the type, both before and after it is made up into pages, so that all necessary corrections and alterations may be made.

After the pages are corrected, they are locked up in a "form," and this form is transferred to the press, where it is "made ready." This process consists in raising or lowering type and illustrations (by pasting pieces of thin paper on the platen or cylinder sheet) so that the form will present an even surface to the ink rollers and the platen or cylinder of the press—insuring uniformity of ink distribution, and uniform printed impression.

Sometimes the corrected forms are taken to the electrotyper, and plates are made of the entire job. This is generally done when a large quantity of impressions are to be made, and when the material is to be kept for probable reprinting.

Then comes the actual printing (the "press run")—then folding, and, in some cases (for booklets, books, etc.), the collating or assembling of pages, and last, the binding.

Each part of the printing process requires special machinery and the work of a specialist; some parts, of more than one.

Simplicity of Printing on the Multigraph

With the Multigraph, one person can take care of every operation — quickly and easily. The type is set into grooves on the Multigraph drum. In one type of equipment, the printer and typesetter are combined in one unit; in another type of equipment, the printing drum and typesetter are separate.

For typewritten work, a ribbon is stretched taut over the type on the drum. As the drum is revolved—either by a hand crank or by electric motor—paper is fed into the machine, one sheet at a time, at a rate ranging from 3,000 to 5,000 an hour.

For regular "printer's printing" there is a printing ink attachment. Regular printer's type is set into the grooves on the drum, or electrotypes are used, and the Multigraph works like a rotary printing press: A revolution of the drum brings the type in contact with the ink roller, carries thru a sheet of paper, and prints the sheet in one operation. Electrotypes may be used instead of type—the only requirement being that they must be curved to conform to the curve of the Multigraph drum. All electrotypers furnish such plates.

One person—not necessarily skilled—can easily and

quickly take care of all the operations required for printing on the Multigraph.

You can readily see why the printing process, as it is ordinarily known, is not adapted to use in the average business office or business house. You can readily see, also, that printing on the Multigraph is especially adapted to business offices and individuals.

Multigraphs are not intended to supplant regular printing equipment in print shops, altho many printers buy and use them for the work they can do more economically. The main purpose of the Multigraph is to provide an economical and efficient means for printing small forms for use in business houses, and for the production of typewritten letters and other forms of direct-advertising material—right in the office, or store, of the business house which has use for such material.

Because printing is so costly, many business houses do without printed material which they could use to advantage—rather than pay printers' prices.

The cost of printing on the Multigraph is considerably lower than printers' prices for the same work. Therefore, thru the use of the Multigraph, businesses not only save money on their printing, but are stimulated to produce more and more business-getting (direct-mail advertising) material, than would have been practicable otherwise.

Whatever inspires business men to make an effort to improve business methods, to increase trade, and to supply human needs with less expense is an economic good —it promotes economy in both production and distribution.

What Multigraph Salesmen Study

Multigraph salesmen study the various uses of the Multigraph, and the specific advantages to be enjoyed thru its use in many lines of business.

They make a study of printing, and of all forms of

direct advertising, systems of production and budgetary control, and all kinds and types of service for which the Multigraph has been used—or may be used—to advantage.

All this aside, of course, from their study of the machine itself—its features of merit and superiority as compared with other devices used for similar purposes.

Prospects to Whom Multigraphs May Be Sold

Multigraph salesmen ordinarily call upon the following classes of prospects:

1. Business men, firms, corporations, or institutions, that have previously bought Multigraph equipment, and will benefit thru using additional equipment, or more up-to-date equipment;
2. Business men, firms, or corporations that use typewritten letters in quantities, or any form of direct advertising which can be produced on the Multigraph at a saving in cost;
3. Businesses in which quantities of small labels, tags, and similar things are used;
4. Printers, job shops, and others producing typewritten letters in quantities (and persons who wish to start such businesses), who may add profit thru the use of Multigraph equipment;
5. Businesses in which greater efficiency can be secured thru the use of better business system blanks and forms, produced on the Multigraph, but which do not use them; and,
6. Businesses which can be benefited by direct advertising, which can be produced economically and effectively on the Multigraph, but do not use (or use very little of) this type of advertising material.

A brief analysis of these classes of prospects will clearly indicate to you the difference in the problem which confronts the salesman in each case.

The prospect in the illustration you are about to study is in the last-named (the sixth) class.

Preparation for the Sale

FRANK SELDEN,* whose practice you are about to study, is a thoroly trained salesman employed by the American Multigraph Sales Company, of Cleveland, Ohio, selling agents for the American Multigraph Company, also of Cleveland.

Selden formerly sold printing, and he knows the printing business thoroly, besides being something of an authority on the subject of direct advertising.

He is past middle age; gray haired, well dressed, good looking, with a gentle, easy, but confident manner.

The Personality of the Salesman

Selden is the type of man to whom all his friends and acquaintances go to talk over their problems. He is sympathetic without being "soft"; his attitude toward life and other people is constructive and practical; and he likes people and likes to talk to them and help them.

He knows human nature; and he knows how to influence others to act in their own best interests.

His personality is attracting, convincing, and persuasive; people are drawn to him readily, and he has little difficulty in winning the confidence of strangers.

One of his mottoes is: "Make the proper preparation and the order follows." He makes no attempt to startle, or to smash thru the reserves of the prospect. He works easily, and with no apparent effort. He never gets excited nor perturbed, and his calmness and poise never fail to make a favorable impression upon prospects.

The Scene of the Salesman's Endeavors

Selden has just arrived in Middleton, a town of about

* Editor's Note: For obvious reasons, we do not use the name of a Multigraph salesman. This practice is based upon the most approved experience of the sales organization, not that of any one man.

ten thousand population, the trading center of a prosperous farming community.

So far as he knows, there are only four Multigraphs in use in Middleton—one in the office of a cement plant, one in the office of a shoe factory, one in the office of the state normal school, and one in the office of a flour mill.

The Prospect in the Case

Selden's first call in Middleton is upon Thomas Kelly, proprietor of a general store.

He knows very little about the prospect, individually—but he does know something about small-town merchants, and Kelly is a merchant in a small town.

He knows, for example, that the majority of small-town merchants do little or nothing—beyond advertising in the local newspapers, and on signs—to attract trade to their stores. As a rule, they wait for trade to come to them.

In the majority of cases, they do not use any form of direct advertising—other than circulars, etc., furnished by manufacturers and imprinted with the names of dealers, and circular letters, that are produced, supplied, and sometimes sent to the merchants' customers by manufacturers whose goods the merchants sell.

Other Things Selden Knows about the Prospect

Selden knows that Kelly has probably been in his store since boyhood, or early manhood. If so, Kelly will be proud of his success; and he will have very positive convictions concerning his own methods. If he is making money—not losing money—he will have a very good opinion of himself.

Selden knows that the majority of merchants resent competition—especially competition from outsiders; and that many of them are inclined to think of all successful competition as being somewhat unfair.

They believe that their customers would buy all they need—of everything they need—from them, if it were not for price. They think that price is the only thing that causes regular customers to buy elsewhere.

Selden knows, however, that there are many reasons—other than price—which cause people to buy elsewhere.

"Trade Goes Where It Is Invited"

He knows, for instance, that "trade goes where it is invited"; that is, that people do respond both to advertising and salesmanship. If this were not the case, there never would be any new concerns—the established concerns would always get all the business.

He knows that, when a business has been established for a long time, there is a tendency, as a rule, to become satisfied with methods that are in use; and that any attempt, upon the part of an outsider, to change methods is certain to be resented.

That will account for the failure of many business men to make progress—after they reach a certain point in their experience. Men who permit themselves to be controlled wholly by traditions do not make any progress—they cannot.

They will often admit that they are not getting all the business they should get from their territories; but, in such admissions, they rarely are willing to admit that they are responsible.

They usually can think of every reason but the real reason; they charge customers and competitors with being responsible for the defects they see, and admit.

And merchants in small towns and villages are especially prone to lay the blame at the door of the large mail order houses.

Where the Responsibility Lies

Selden knows, however, that there is never but one

reason for failure to "keep up with the march of progress."

He knows that few business men or others are willing to confess that they are "behind the times." It is a dangerous subject to present—directly and personally.

He knows that men resent direct presentation of personal defects; they will admit such defects only when they are presented indirectly—by suggestion.

Yet, he believes Kelly to be "behind the times"; and that he, Selden, must get this fact before Kelly, without making any direct reference to it—which might arouse the antagonism of Kelly.

The Salesman's Problem in This Case

It will be clear to you that if Kelly is not doing any direct advertising—and the chances are he is not—*his need of a Multigraph will not be readily recognizable by him.*

Were Selden to attempt, at first, to "sell" him a Multigraph, Kelly would be almost certain to say he did not need—had no use for—a Multigraph.

And he would be right—from his own viewpoint.

But Selden knows that many merchants in situations similar to that of Kelly have increased their business and their profits materially thru the use of direct advertising produced on the Multigraph.

Therefore, Selden has clear and distinct "mental images," in his own mind, not only of Kelly's *need* of the Multigraph, but of the many *desirable advantages* he will be able to enjoy thru using it.

And Selden knows how to inspire a prospect's mind to "see" what he sees—mentally, thru imagination.

Selling an Idea First—the Product Afterward

If Kelly is not now using direct advertising, Selden will be obliged to sell him *the idea of using direct adver-*

tising—before it will be possible to sell him a Multigraph as the most economical, convenient, and satisfactory means of producing the direct-advertising material.

Therefore, in his "sale of the interview," Selden plans to sell the idea of the possibility of profit thru direct advertising—without mentioning the Multigraph at all.

You will grasp the significance of this method, before you have completed this text.

Moreover, Selden knows that it is likely to be dangerous to approach his subject directly. Kelly may never have given any consideration to the subject of direct advertising; or he may have given consideration to the subject and discarded it as appearing unprofitable for him.

In the latter event, it will be more difficult to sell Kelly the idea of using direct advertising than it will be if he has never given consideration to the idea.

To be "on the safe side," Selden decides to begin by introducing a "personal point of contact," in a subject which he is reasonably sure (due to his knowledge of "prospect viewpoints") will be close to consciousness in Kelly's mind.

In other words, Selden believes that, in this situation, "the longest way 'round is the shortest (or, at least, the surest) way home."

We shall now read and study the "selling conversation" between Selden and Kelly.

The Selling Conversation

AS YOU read the "selling conversation" between Selden, the Multigraph salesman, and Kelly, the prospect, be sure to keep in mind the facts about Kelly, and what Selden knows and assumes about Kelly, that have just been presented to you.

Making Personal Points of Contact Prior to Using the Selling Process

Selden: "Good morning, Mr. Kelly. My name is Selden, of the American Multigraph Company.

"Mr. Kelly, do many of the people in this community buy goods of the Chicago mail order houses?"

If you know anything about retail merchants in villages and small towns—and, in larger towns and cities, as well—you already know the answer Selden would be likely to get to this question. Kelly's answer, therefore, is what Selden expected it to be.

Kelly: "Some of them do."

Selden: "Why do they buy from these out-of-town concerns, instead of buying from the local merchants?"

Note that Selden does not say: "Why do they buy from these out-of-town concerns, instead of buying from *you!*" He knows that Kelly will make the personal application; and, thru this indirect form of approach, he avoids arousing antagonism.

Kelly: "They think they get things cheaper."

Selden: "You say: 'They think they get goods cheaper!' Do you think they actually do get better values—more for their money—or is it merely their belief that they do?"

Kelly: "It's merely a belief. The people in this neighborhood can get as much for their money in my store as they can out of town; but they have become convinced that the prices of the mail order houses are lower. Nothing will convince many of them that they are mistaken."

Kelly has now "put himself in the picture"; he has made the personal application, as Selden expected him to do. Moreover, his answer was just the sort of answer the salesman expected, because of his knowledge of "prospect viewpoints." You will recall that he believed Kelly to be of the opinion that the sole reason his customers bought elsewhere was on account of price.

Seeking to Confirm "Prospect Viewpoint"

Selden: "Have you ever wondered why that was the case; why people will act without knowledge of the facts?"

Selden wants to find out how much real thought Kelly has given to the competition from mail order houses. He does not expect Kelly to have discovered the real reason for their success; but he wants to know what Kelly *believes* to be the reason.

Kelly: "Yes, I think I know. Most persons are always trying to get something for nothing. They are constantly trying to get more than their money will buy. As few know the difference between articles of good quality, and articles of poor quality, they buy the thing offered at the lowest price; and get stung."

Selden has inspired Kelly to express his prejudice. You will readily recognize that Selden wants Kelly to put himself in the place of the persons who buy from mail order houses—for what purpose, you will discover later.

Selden: "You think, then, that value for value, you can serve the people of this community as well as they can be served by mail order houses? That if people knew the difference in quality, they would buy of you? That the only reason they send cash in advance, wait for shipments to come from a distance, pay the freight or express charges and the fees for money orders, is because they are convinced that they buy cheaper? Is that what I am to understand?"

The salesman wants to make certain that he understands the prospect's viewpoint.

Kelly: "Yes, that's my opinion."

Influencing Dealer to Think of His Own Practice

Selden: "You have a large stock of goods. You must be obliged to buy things almost every day to keep up your assortments. Do you buy from the same sources of supply without investigation—or do you look over lines brought in by salesmen, so that you may be kept posted on the market?"

You will note that the salesman is relating the practice of the dealer to the practices of the people of his community, when they seek greater value for their money.

Kelly: "I look over any line in which I am interested."

Selden: "Do you ever buy from some new salesman in place of buying from your old sources of supply, when you believe you are going to get better values—more for your money?"

The salesman wants the dealer to recognize, agree, and admit that his practice is the same as his customers'.

Kelly: "Yes, sometimes."

Selden: "Do you ever make mistakes? Do you buy things and then find that they are not as good quality as you expected?"

Kelly: "Yes, I have done that, but not often."

Selden: "Have you ever had the experience of having the salesman of your old source of supply tell you that you got stung, when he learned you had bought from someone else?"

Selden knows that many retail merchants (and probably, Kelly, among them) are prone to "knock" the mail order houses to customers who buy from them. He knows that such practice is very bad form, because it antagonizes the customer; and that, far from influencing him to resume buying from the dealer, it drives him to buy more and more items from the mail order houses.

Kelly: "Yes, that has happened a few times, but no salesman who knows his business ever does that. No man likes to be reminded of his mistakes."

Kelly has now condemned a practice which he probably follows himself. He may not recognize this right away; but he will, later on.

Selden: "In other words, if you make a mistake, you know it better than anyone else. You are willing to admit it to yourself, but you do not want anyone else to advertise it. You are more inclined to defend your conduct, and fight the salesman who accuses you of using poor judgment, than you are to admit the fact and go back to your former source of supply. Isn't that the fact?"

Kelly is bound to admit this to be true; and he will remember his admission when Selden refers to it later on in his "selling conversation."

Kelly: "Yes, that's about it."

Selden: "Wouldn't that be the case with the man who was buying from the mail order houses, if a local mer-

chant told him that he was being stung by doing that, instead of buying from the local merchant? Isn't it reasonable to suppose that such a man will be more inclined to continue to buy of the mail order houses—instead of buying from the dealer who accuses him of not knowing what is best for himself?"

You will note that this question is impersonal, rather than personal. The salesman does not suggest or imply that Kelly follows such practice; but Kelly sees himself in the picture, just the same, because his imagination has been inspired to act.

Kelly: "Sure, but I never do that. Some dealers are always knocking the mail order houses, but I don't. It doesn't pay, as you say."

The prospect probably believes himself to be telling the truth—but the chances are that he does, even tho unconsciously, "knock the mail order houses," to the customers he knows are in the habit of buying from them.

"Selling Appeals" to Achieve Objective No. 1

Selden: "What are you doing? How do you meet mail order competition? You are wise enough to avoid the wrong way—how do you meet the situation?"

You will recognize, in this question, a subtle appeal to arouse the prospect's "desire for self-approval." The salesman suggests that Kelly must be doing something to meet competition, and doing it effectively. This is bound to inspire Kelly to feel that he ought to be doing something, and to put him on the defensive, because he is obliged to confess that he is doing nothing.

Kelly: "Me? I just ignore it. I don't do anything. What's the use. You can't do anything to change human nature."

It will be clear to you that Kelly's mind is now ready to receive the suggestion that Selden is prepared to make. The prospect has not been doing anything to meet competition, because he believes it is "no use"; but he now feels, however vaguely, that he *ought to be* doing something. He is likely, however, to resist—at first—any suggestion involving action upon his part.

Selden: "You're right. You can't change human nature. But if you understand human nature—as you appear to do—you can work the way human nature works. You can do something. And you want to do something if you can to get part of the business that is now going to the mail order houses, do you not?"

Note that the salesman agrees with the prospect. You can almost always find *something* to agree with in what a prospect says; and better results may be achieved thru agreeing with part of what the prospect says than by disagreeing with him altogether.

Selden is now "getting down to business." He has finished all the preliminaries; and he is now introducing the main subject of his "organized selling talk."

He is suggesting the profit thru action instead of inaction—and he is suggesting that there is a way to take action.

Kelly: "What are you selling?"

It will be clear to you that while Kelly may have suspected Selden to be a salesman, from the first—and the chances are that he did, because Selden introduced himself as a representative of the American Multigraph Company—he was willing and ready to talk freely with Selden so long as Selden's remarks contained no suggestions of an attempt to influence Kelly in any way.

Kelly's question, "What are you selling?" is an expression of curiosity. Therefore, Selden knows that Kelly's *curiosity* has been awakened; and that Kelly will have some *hope of gain* thru having his question answered. Therefore, Objective No. 1 has been achieved.

"Selling Appeals" to Achieve Objective No. 2

Selden: "Ideas—and the profit that follows the use of the ideas I sell. If I can sell you some practical ideas that will increase your business and profit, and can prove—to your complete satisfaction—that they will not cost one cent, but will pay for themselves, plus a handsome profit, you want the ideas, don't you?"

This should not be looked upon as an attempt to evade answering the question of the prospect, or to deceive him as to what is intended to be sold. You will recognize that Selden is selling ideas, first and foremost; and that he is selling the Multigraph only as incidental to the carrying out of the ideas.

However, you will also note this: Because the curiosity of the prospect remains unsatisfied, it will become intensified in his mind.

Kelly: "Yes, but I don't think you can do it. I have salesmen come in here every day trying to give me something for nothing. But, before they get thru, they have some kind of string tied to it."

Selden: "I suppose that what you say is true; but they don't 'get away with it' in your case, do they? You use your own judgment. You don't let 'slick salesmen' put it over on you; do you?

Study this reply of Selden's. It exemplifies a very effective way of turning a negative mental attitude into a positive one. Selden apparently follows the advice of the little jingle:

"The inner side of every cloud is bright and shining.
I therefore turn my clouds about,
And always wear them inside out—
To show the lining."

Now note the next "selling appeal" of Selden's:

"I am ready to prove what I have claimed; but unless

you have sufficient confidence in your own judgment, so that you can decide when you get the evidence, it is not worth while to waste your time and mine.

The prospect cannot avoid being impressed with the salesman's belief in his proposition; and the confidence of Kelly in Selden, which results from this impression—coupled with the effect of the implied inhibition in the salesman's words—will influence the prospect to listen further to what the salesman has to say.

"If a business man can be shown—so clearly that he would have no doubt—a way to increase his business $10,000 a year, upon which his profit would be approximately $2,500, and the means to secure that additional profit was to cost him $1,000, he would be willing to spend the $1,000 to get the $2,500. Any business man—if he is a real business man—will spend $1,000 to gain $2,500 any day, will he not?"

Kelly: "Yes, he would."

Selden: "Would you?"

Kelly: "Yes, I would, if I was sure of getting the $2,500. I wouldn't want to spend any money, for anything, unless I was sure of getting it back, plus a profit."

You will note that Selden's claim of profit was expressed in specific terms. Roach, the typewriter salesman, used the same form of "selling appeals" in his presentation to achieve Objective No. 2; and you will recall that, in that case, your attention was called to the effect produced. To quote from Text 10: "You will readily recognize that Roach's presentation of the money saving in specific terms had a stronger inspirational effect upon the mind of Jackson than would the presentation of the money saving in less specific, or general, terms." This comment is quoted because it is definitely applicable to Selden's "selling appeals," at this point.

It would be a mistake, as you will recognize, for Selden to attempt to prove his case, at this point. Kelly does not yet believe that there is a possibility of getting the $2,500 suggested by Selden; therefore, his desire for the profit is held in check by his doubt. It will be necessary for Selden to convince him of the possibility of the profit, before his *desire for the profit* will be fully aroused into activity.

Note. At this point, you will recognize that Objective No. 2 has been reached. The prospect's mind now expresses *desire* and *intention* to satisfy curiosity to learn how he may possibly, probably, or certainly secure an advantage.

However, the "sale of the interview" has not been accomplished, because the prospect has not yet had sufficient information to give him confidence in what the salesman is suggesting. That is, he does not yet believe that he may possibly profit as the salesman claims; and, in consequence, he has no definitely active desire for it, as yet.

"Selling Appeals" to Achieve Objective No. 3

Selden: "Of course not; you wouldn't be a good business man to do that. And what I am going to present is intended for the consideration of a real business man. I am going to tell you some things you know. Then I am going to tell you some other things that you know, but have not thought about in relation to your business. When you begin to think of these things, as you will, you are going to recognize their importance to you.

Note the positive suggestions in these "motivating selling appeals." Says Selden: "When you begin to think of these things, as you will, you are going to recognize their importance to you." This will have the effect of intensifying Kelly's aroused desire to hear what Selden has to say; and will, in addition, inspire him to exercise his mind—the result sought to be achieved by Selden.

"You said people buy from mail order houses because 'they believe they are getting things cheaper.' You said people buy of mail order houses 'without knowing the quality of the things they buy.'

"What caused those people to get the belief they have? How have the mail order houses been able to influence the beliefs of the people of this community? How does it happen that strangers have more influence with the people of this community than have the local merchants? These people are neighbors of the local merchants. They meet them daily. Why do strangers at distant points appear to have their confidence to greater extent than the local merchants?

This is "strong medicine," as you will recognize. Consequently, Selden makes an impersonal, instead of a personal, application. The salesman does not wait for his questions to be answered. As a matter of fact, he does not want the prospect to answer them aloud. He wants Kelly to answer them to himself; and he knows that Kelly will at least attempt to do so.

Such appeals, unless made impersonally, strike a blow at the prospect's pride, and arouse his "desire for self-protection," as well as his "desire for self-approval."

"You have a good reputation here, haven't you? The citizens of this community will believe you, will they not? There is nothing in anything you have done that has injured you, in the opinion of your neighbors, is there?

Selden thus softens the blow to the prospect's pride; and, in addition, intensifies his "desire for self-approval."

"Then, how do you account for their giving preference, in their trading, to rank outsiders? Let me tell you the reason: The reason is not in anything you have done, but in what you have failed to do. These strangers have come into this community; they have asked for the trade of the community; they have used good salesmanship; they have shown their goods; they have made comparative prices; they have given reasons intended to prove that they can save people money. That's what influences people to buy; is it not?

"People like attention. They like to have their trade appreciated. They buy of those who make intelligent effort to serve them. And they send orders to mail order houses because they are asked to send them. And because they believe they are getting fair prices, good service, and courteous treatment, they send the orders. That's the fact; isn't it?

You will recognize that Selden would have been unable to "put over" such a statement, without leading up to it, as he did. The prospect has admitted that he is not doing anything to meet mail order competition—which he cannot now deny. Kelly cannot deny the facts about the practices of the mail order houses—and the facts about human nature—that Selden has just stated—because Selden is using, in part, Kelly's own words.

"On the other hand, what are the local merchants doing? What have you done? You have said you were not doing anything. You have taken it for granted that people will continue to give you their business, whether you ask for it or not. Isn't that true?

"How long would you continue to trade with the houses from which you buy, if they never sent a salesman to see you, and never wrote you a letter? If they ignored you, and some other business houses sent their salesmen to see you, or wrote letters and sent advertising material soliciting your business, wouldn't you be inclined to drop the houses that appeared indifferent, and give some of your business to those that asked for it?

Note how Selden inspires the prospect to exercise imagination—to put himself in his customers' place—from time to time. You will readily recognize the effectiveness of this practice.

"You know you would.

"That would be the natural thing for you to do. As you said, 'we cannot change human nature!' We all act about the same under similar circumstances.

"Isn't all I have said true?

"Have I been talking 'horse sense'?"

Expression of "Prospect Viewpoint"

Kelly: "What you have said is true; but you seem to think we do not do any advertising. We advertise in our local paper nearly every week. Here is a copy of this week's paper—and there is our advertisement. We are not so dead as you seem to think."

Selden wants a response from Kelly at this point; so he stops and allows Kelly to express a "prospect viewpoint," if he is so inclined.

Selden: "If I thought you were dead, I'd not be talking to you. I never spend any time talking to 'dead ones.' I'm telling you these things because I know you know them; and I know you will get the very points I am trying to give you.

Bringing dealer back to a harmonious attitude, by suggesting that he is an excellent prospect. It always is good practice to inspire the prospect to think well of himself—if possible.

"I haven't one word of criticism upon what you are doing. I am simply trying to recall things you are *not* doing; things you will want to do as soon as you learn that you can do them with profit to yourself.

"How much business do you think the mail order houses would get out of this territory if they advertised, like you are doing, in your local papers? Wholly aside from the form and contents of your advertisements, when compared with the form and contents of the advertisements they would run, do you think that the mail order houses would get a sufficient amount of business to make it pay, if they used only newspapers and magazines?

"Isn't it a fact that the business of the mail order houses is secured thru the personal letters, circulars, booklets, pamphlets, and catalogs they send—direct by mail—into the homes of the people of this community?

"Do you think they could succeed without that direct mail advertising?"

Inspiring Kelly to exercise his judgment in making a comparison between his own practice and the practice of the mail order houses. He cannot escape the conclusion the salesman wants him to draw.

The Prospect Has Exercised Judgment and Imagination

Kelly: "Probably not, but that does not help me. I can't get out catalogs and letters and the other things you speak about. How can a dealer like me follow the practices of concerns like the big mail order houses? It looks like foolishness to think about my using their methods. I do not see any practical suggestion in what you have just said. I have to have something that *I* can use."

The prospect has exercised destructive imagination. As a result, he recognizes the limitations of the methods he is using, and has desire aroused to use the methods which have proved so successful for the mail order houses. However, he recognizes that he cannot do so with the means at his disposal. His "peevish" response is the result of his belief that he is unable to adopt the methods of the mail order houses.

Selden: "If I suggested something you could do, you would do it; wouldn't you? If I could show you how other dealers have used, and are using, the identical method used by the mail order houses; and if I make plain to you that they had profited thru using that method, you would consider that practical for you, would you not?"

The salesman is unable to offer more conclusive proof than the testimonials of users of direct advertising produced on the Multigraph; therefore, he is getting a commitment from the prospect, beforehand, that he will be satisfied with that form of proof.

Kelly: "Certainly. But I don't think you can show me any such practice by a dealer like myself. The large city stores can do it—but not the country dealers."

Kelly has again exercised destructive imagination. He has a "mental image" of the direct-advertising material that would be necessary to carry on a successful drive for trade among his customers and prospective customers; but he lacks sufficient definite information on the subject to enable him to form constructive "mental images" that approximate actuality. He must be influenced to "see" a *true picture* of the direct advertising he will need, before he will admit that he can use it to advantage.

Selden: "If I show you that dealers like yourself are actually doing what I say you can do; that they say they

have found it profitable; and that you can do what they are doing, will that convince you?"

Kelly: "Yes—if you can; but I don't think you can."

Note. Objective No. 3 has now been reached, as will be clear to you. The prospect is now not only willing and ready to listen to proof, but he is also actively *desirous* of having the profit claimed by the salesman proved to him—because he now *wants* (desires) to enjoy the profit indicated, and he *believes* he may possibly be able to enjoy it thru the use of direct advertising, as suggested by the salesman.

"Selling Appeals" to Achieve Objective No. 4

Selden: "You know Joe Miller, over in Centerville; don't you?"

Kelly: "Yes, I know Joe pretty well."

Selden: "Seen him lately?"

Kelly: "No, I haven't seen Joe in a long time—couple of years, maybe."

Selden: "But you know that Joe Miller's situation in Centerville is pretty much like yours here in Middleton; isn't that a fact? You both have about the same stock, and the same sort of territory to draw from. Centerville and Middleton are a good deal alike, in being trading centers for large farming communities; and, if there is any difference, Middleton appears to have the advantage. Isn't that the way it looks to you?"

Kelly: "Yes, I guess that's so, all right."

It will be clear to you that, had the prospect been unfamiliar with the situation of the dealer mentioned by the salesman, the salesman would have been obliged to convince him of the parallel between the two situations. However, in cases like the one illustrated, it is generally possible to cite the experience of an individual or a concern known to the prospect.

Cites Experience of Dealer Known to Prospect

Selden: "If it's been two years since you've seen Miller, you know that he was then jogging along, doing a good business, and making a profit—but not so good a business nor so much profit as he should have been making in that territory, because many of the people

were buying from the mail order houses instead of buying from him.

The salesman wants the prospect to imagine the parallel between his own present situation and the former situation of the dealer whose experience is being cited. The reason for this will be apparent to you.

"If you had seen Joe Miller recently, however, he would have had a different story to tell; because he has increased his business, and his profits, about 25 per cent, during the past year and a half.

"His business began to pick up during the latter part of last year. At the end of that year, his profits had increased 25 per cent over the same period the previous year. During this year, he made over $3,000 more than he made during last year. He says this increase is due solely to his use of direct-advertising material, such as is used by his mail order competitors.

"The people in his territory now are buying from him many items they formerly bought from the mail order houses, because they are beginning to recognize the advantages to them of so doing—due to his efforts to call the facts to their attention.

"To do this, Joe Miller is using the identical methods used by the mail order houses—only on a smaller scale. And any method which brings about such gratifying results is worth any merchant's serious consideration; don't you agree with me, Mr. Kelly?"

Selden now has inspired Kelly to make a comparison between his present situation and the present situation of Miller—which results in arousing desire to imitate the experience of Miller, and develops a growing conviction of the value and merit of direct advertising as a means of meeting mail order competition.

Kelly: "Looks like it."

Shows Samples of Direct-Advertising Material Used

Selden: "You will naturally want to see some of the direct-advertising material Joe Miller is using.

(Selden takes from his portfolio a sheaf of circular letters, broadsides, circulars, etc., and shows each item to Kelly, as he makes reference to it.)

"Here are the letters Miller is sending out to a picked list of customers and prospects.

"As you can see, each letter emphasizes some *one point of advantage* to be enjoyed thru buying from local merchants. He does not refer to the mail order houses directly, you will note; and he does not refer specifically to his own store.

"He sends out 2,000 of these lettes, by mail, once a month, and incloses a broadside featuring some special, or specials, to be offered during that month.

Kelly is bound to recognize, physically, the effectiveness of this material; and, thru the exercise of imagination, to apply it to his own situation.

"The first letter he sent out brought a number of old customers into his store to buy, he tells me; and each subsequent letter has brought in an increasingly large number.

"The result you already know—an increase in gross profit of $3,000 in one year.

Kelly cannot help "seeing"—thru imagination—the customers flocking to Miller's store, in increasingly large numbers, as a result of the direct advertising. Moreover, he cannot help making an unfavorable comparison between the mental picture he now has of Miller's store and the mental picture he has of his own store.

"And here is another significant fact. He did this at a cost of $1,000—which left a net increase of $2,000 on the year's business.

"Wouldn't you consider that a satisfactory net? If you were to do the same thing, Mr. Kelly, wouldn't it satisfy you?"

Selden is getting ready to introduce the Multigraph as the most economical and satisfactory means of producing the direct advertising thru which increased business and profits may be enjoyed.

Kelly: "Sure; but I don't see how Miller got off so cheap. I'd think it'd cost more than you say, to send out letters and circulars, every month, to 2,000 people."

It is clear that Kelly's "mental picture" of direct advertising is of something costly, involving the expenditure of considerable time, effort, and money. Selden will be obliged to give Kelly sufficient information to enable him to paint a true picture in his mind.

Salesman Introduces His Product

Selden: "That would have been true, Mr. Kelly, had

Miller been obliged to pay regular printers' prices; it would have cost him probably twice as much. But he was not obliged to do that. He produced the letters and circulars right in his own store, at a minimum cost of time and effort, thru the use of a device which has been the means of increasing the business of thousands of other concerns besides Miller's.

"That device is the Multigraph, the most economical, convenient, and up-to-date equipment for producing many forms of direct advertising.

"Have you ever seen a Multigraph in operation, Mr. Kelly?"

No matter what answer Kelly makes, Selden gets the opportunity another person (Miller); hence his introduction of the Multigraph as a means of producing the direct advertising—as will be clear to you.

Kelly: "No, I don't believe I have."

Selden: "But you know what it is; don't you?"

Kelly: "In a general way, yes."

You will note that Selden is still talking about the experience of another person (Miller); hence his introduction of the Multigraph does not arouse any antagonism.

Oral and Pictorial Presentation

Selden: "Well, you'll be able to get a clear idea of what it is, and what it will do, from these illustrations of the equipment, and the specimens of work produced on it.

(Shows pictures of Multigraph equipment.)

Multigraph equipment is heavy and bulky; hence it is not practicable for the salesman to carry it around with him. In the majority of cases, it is unnecessary, because most prospects are more interested in what the machine will do for them, and the quality of the work produced, than in the machine itself, its construction, or the details of its operation—at this point in the "selling conversation."

Should a dealer like Kelly insist upon having the device demonstrated to him, mechanically, the salesman would take him to the nearest office of the company, or to the place of business of some present user. However, such procedure is not necessary except upon rare occasions.

"The Multigraph is a combination of a typesetting device and printing press. It is the most economical and satisfactory device on the market for producing typewritten letters in quantities, many other forms of direct advertising, and other valuable business aids.

"Any intelligent person can learn to operate it in a few hours' time, and can produce such work as you have seen, quickly, and with very little effort.

"This is the Flexo typesetter, which makes it easy to set type for the Multigraph. As you see, the type is held in grooves on slanting racks. You pick it out, one character at a time, with the composing fork provided for the purpose. The type slides down into this groove of the composing fork, which holds one line of type. When a line has been set, you transfer the type to a groove on the Multigraph drum.

"It would surprise you to see how quickly even a boy or girl becomes skilled at setting type this easy way.

"You see how simple it all is; don't you?"

Kelly: "It looks simple, all right."

Selden: "And here is the Multigraph printing press. It is equipped to produce typewritten letters, bulletins, and direct-advertising material of many kinds. After the lines of type are slid into these grooves in the drum, a ribbon is stretched taut over the type. Paper is fed into the machine, one sheet at a time, from the paper table here in front. The drum is revolved and a sheet of paper is carried thru with each revolution, brought into contact with the type and ribbon, and comes out a complete typewritten letter.

"The only difference between a typewritten letter produced on the Multigraph and one that has been individually typed is that the latter is written one character at a time, and the multigraphed letter is written all at once, while the letter written on the typewriter has to be written one character at a time.

"You can see what a fine job Miller got on his letters. They were produced by a clerk in his store, in a few hours' time.

"That's a profitable way to use a clerk's time during

the hours when business is dull; don't you think so?"

Kelly: "Yes, it appears to be."

Proving the Money Profit

Selden: "That's the way Miller and many other merchants work it, and they find it very profitable.

"Keep these facts in mind while I give you the cost figures:

"Miller increased his net profit $3,000 during the year. That means an average of $250 a month.

"It cost him for all of his advertising material, and for the Multigraph equipment for use in producing his advertising material, a total of $968.

You will see that thru Selden's presentation of the profit to be enjoyed by the prospect, thru reference to the profit being made by Miller, Selden succeeds in getting Kelly to think of profit before he tells him anything about the cost. Then, when he does mention costs, including the cost of the Multigraph equipment, Kelly's mind can compare the profit with the cost, and see that the profit is sufficient to cover the cost and leave a net profit to him.

"These letters cost Miller only $3.25 a thousand to produce on the Multigraph.

"He estimated the time spent by his clerk in setting the type as costing 75 cents, and the time spent in printing, 15 cents.

"His letterheads cost him $1.85, and he estimated the cost of the wear and tear on the ribbon at 50 cents.

"Therefore, the 2,000 letters he sent out every month cost him $6.50 for the letters—plus $4 for envelopes, $4 for addressing, $20 for postage, and $2 for stamping and mailing—bringing his total cost up to $36.50 a month, or $438 a year.

"Circulars and broadsides, produced on the Multigraph, cost him about $350 during the year. The Multigraph, the Flexo typesetter, and the printer's ink attachments add $180 to the first year's cost, making a total of $968—less than $1,000, to produce a profit of $3,000, leaving $2,000 net profit.

"Miller made a net profit of $2,000 on the increased

business he attributes to the use of direct advertising, which he was able to do with his Multigraph equipment. You see that now; don't you, Mr. Kelly?"

The Prospect Accepts Proof as Conclusive

Kelly: "Yes, I see it now."

You will recall Kelly's expressed "prospect viewpoint," indicating doubt that the direct advertising used by Miller could be produced at a cost of $1,000. Therefore, it will be clear to you that Kelly's admission of the fact indicates that Selden has proved that point to Kelly's satisfaction.

Selden: "And don't you think that a plan which has proved so practical and profitable for Miller—not to speak of many others whose names I might mention—would prove equally practical and profitable for you?"

It will be clear to you that Selden's intention and purpose in asking this question is to determine whether or not it will be necessary for him to proceed with "selling appeals" to achieve Objective No. 5. If Kelly had been a No. 4 prospect, he would have answered favorably, at this point; and he would have exercised initiative and bought without necessity for further selling effort upon the part of the salesman.

Kelly: "Maybe. But I don't know anything about direct advertising, and my clerks don't know anything about operating a Multigraph."

Note: At this point you will recognize that Objective No. 4 has been reached; that is, the prospect's "mental attitude" expresses:

1. *Intensified desire* to enjoy the advantages claimed by the salesman, coupled with
2. *Conviction* that direct advertising produced on the multigraph will supply the advantages desired.

The prospect's response makes it necessary for the salesman to make effort to achieve Objective No. 5, which is to get the prospect to see the application of the proposition to his own situation.

That is, Kelly's answer indicates that his mind has reached Objective No. 4; but that he will not reach Objective No. 5 without further assistance from the salesman, because while he appears to accept the conclusion that he will profit thru the use of direct advertising (at least, he does not reject or deny it), he is by no means convinced that he will be able to use the Multigraph to such good advantage in producing the direct advertising thru which the profit is to come.

"Selling Appeals" to Achieve Objective No. 5

Selden: "Your situation isn't any different from that of your friend Miller when the plan was first proposed to him; and I am prepared to help you out, just as I have done with Miller, and others.

"We furnished the outline for these letters of Miller's, and for his circulars, too. He put in the details, and added the individual and local touches. We are prepared to furnish you with everything we furnished to him; and you will be able to make your letters and circulars fit your particular situation, just as Miller has made them fit his; don't you see that you can, Mr. Kelly?"

Kelly: "I guess I can do that, all right."

Kelly now "sees" himself (in imagination) doing what Miller has been doing, with the help promised him by the salesman. Previously, he may have been unable to "see *himself* in the picture," due to his doubt of his own ability to prepare effective copy for the letters, circulars, etc. Moreover, he may have been reluctant to admit his doubt of himself, in so many words; but the salesman's promise of assistance has reassured him.

Selden: "The first thing to do is to get up your mailing list. Go over your books for several years back, and list the names of all who have either stopped buying from you or who do not buy so much or so often as formerly. Then, add the names of others who you know, or have reason to believe, would be willing to trade with you—if they believed it would pay them to do so.

"You can easily do that—or have one of your clerks do it; can't you?"

Kelly: "Oh, yes; that'd be easy enough."

Selden: "The fact that your clerks do not know how to operate the Multigraph need not give you any concern; because, when we install the machine, our demonstrator will teach someone in your store how to operate the Multigraph, before he leaves. Moreover, the instructions that accompany the machine are most explicit and clear, and can be followed readily by any intelligent person, however inexperienced.

"If you should get stuck at any time—which is not

likely to happen—there are other Multigraph users in Middleton who will be glad to help you out. As you may know, the Multigraph equipment is in constant use in the office of the cement plant, the shoe factory, the normal school, and Albright's mill. The Multigraph operators at any of those places will be glad to tell your operator anything he needs to know.

"Rest assured that neither your inexperience nor that of your clerks is going to keep you from using the Multigraph fully as successfully as Miller—and perhaps more successfully.

"After your first letter and circular go out, you will begin to notice a marked increase in your business. More and more of the people in this territory will buy from you, instead of from the mail order houses. With the increase of business will come an increase of profits. You may want to use the increased profits to do some of the things you have wanted to do for a long time, either for your business, for yourself, or for your family.

"With the sending of each subsequent letter and circular, you will see additional improvements. Success breeds success; people will see a greater number of persons coming into your store, and thru the impulse to imitate, others will follow the crowd. If you continue to use direct advertising, to which the people will respond, there is no reasonable limit to the increase of your business and profits. You will enjoy the same satisfactory results that have been enjoyed by all of the dealers who have bought Multigraph equipments to produce direct-advertising material. There isn't any doubt in your mind about that; is there, Mr. Kelly?"

Kelly now has the facts upon which to produce a true "mental picture" of the desirable situation described by Selden—a "mental picture" that his judgment will accept as being possible, probable, or certain. Before he had the facts, it was impossible for him to form "mental pictures" that his judgment would approve.

Kelly: "Well, what does this Multigraph thing cost? If it isn't too expensive, I may buy it."

The prospect here introduces the subject of "cost"; but because Selden has included the cost of Multigraph equipment in his figures of total cost for the year's advertising, he can now handle the subject without any unfavorable reaction upon the part of Kelly.
You will note that while Kelly does not answer Selden's question directly, his interest in the cost, at this point, indicates recognition of, agreement with, and acceptance of the points previously made by the salesman.

Note: It now will be clear to you that the prospect has reached Objective No. 5; that is, that his "mental attitude" expresses:

1. *Tentative purpose* to buy—provided the multigraph is not too expensive, coupled with
2. *Conviction* that he, individually, will profit thru the use of direct advertising, produced on the multigraph.

Selden now proceeds with:

"Selling Appeals" to Achieve Objective No. 6

Selden: "The Multigraph will not really *cost* you anything, Mr. Kelly, because of the money you will make and save thru it; and I have included the money cost to you in the figures which cover your advertising expense for the first year, as you will recall.

"Two thousand letters a month will cost you $36.50, or $438 a year. Circulars and other material will not be more than $350, and the Multigraph printer, the Flexo typesetter, and the printer's ink attachment—all three—will come to $180. The totals of $438, $350, and $180 come to $968—less than $1,000—which will earn you $3,000, and leave you $2,000 net profit—after you have paid the total cost, including the cost of equipment.

"In less than two months' time, the Multigraph will pay for itself, because of what it earns and saves; and, thereafter, the profit will be 'velvet.'

"Should you prefer to do so, however, you can pay $30 down, and easy monthly terms; but, of course, on this plan, the equipment will, necessarily, cost you a little more. We have to get interest on the deferred payments.

"I can make out your contract for monthly payments, at a little higher price; but I am sure you will want the

cash discount. You do, Mr. Kelly; don't you?"

Kelly: "Oh, I expect I can pay cash.

"When can you deliver the machine, and how soon can I start getting the stuff out to my customers?"

Selden gives Kelly the information he asks for; Kelly signs the contract made out by Selden—and the deal is closed.

A No. 6 Prospect

You will note that Kelly is a No. 6 prospect, in this case.

He was willing and ready to buy after his mind had been inspired, induced, and persuaded to reach Objectives Nos. 1 to 6, inclusive—thru the "selling appeals" of the salesman.

In other words, Kelly bought at the conclusion of the salesman's presentation to "sell the profit." There was no necessity for the salesman to make effort to "sell the product" to him, because he "bought the product" on his own initiative, after he had been *sold* "the interview," and "the profit."

Inspiring Prospects to Exercise Imagination

IN THE illustration of the sale you have just read, this point should be clear to you: If Selden had not first imagined the advantages to be enjoyed by Kelly thru the use of direct advertising, and if he had not been able to inspire Kelly's imagination to see the profit to himself, he never would have been able to sell Kelly the Multigraph equipment.

Because Selden saw, in his mind, mental images of the profit that would come to Kelly thru the use of direct advertising; because he knew that Kelly must be inspired with "mental images" of that profit before he would be interested in direct advertising, his first effort was made in the direction of inspiring the mind of Kelly with mental images of the advantages he would enjoy thru the use of direct advertising.

Note particularly the method he used:

Selden first inspired Kelly to use his imagination, so that he would begin to make mental images of the profits to be enjoyed by him thru the use of direct advertising. Having done that, Selden then gave Kelly information intended to support and intensify and make clear—in the mind of Kelly—the possibility, probability, and certainty of profits, thru the use of the same kind of advertising used by Kelly's competitors—the mail order houses.

So get this principle clearly in mind:

> **The master salesman first inspires the imagination of the prospect. He then informs the prospect concerning facts which will prove his claims. He then impels the prospect to accept the proof, in the information given, as the right and rational basis for the prospect's conduct.**

In other words, you again see the necessity for using the "selling process" as the means of starting, continuing,

and completing the "buying process" in the mind of the prospect.

Had Selden failed to inspire Kelly's imagination, Kelly would have not exercised his imagination; and had Kelly's imagination not been exercised, all the information which Selden could supply would not have been of any value to Kelly—because if Kelly's imagination had not been inspired to see advantage to himself, the information given by Selden would not have had any personal interest to Kelly; that being the case, Kelly would not have had any desire to use direct advertising in his business. Without the desire to use direct advertising, there would have been no basis for Kelly to buy a Multigraph equipment.

Reasons for Introducing "Personal Points of Contact"

You will recall that, in Text 10, it was pointed out to you that, in some cases, salesmen find it advantageous to engage in conversation with prospects, on subjects of personal interest to the prospects—or on impersonal subjects—prior to any conversation on the subject of the sale.

It has already been called to your attention that Selden found it desirable to engage in preliminary conversation with Kelly, on the subject of mail order competition.

You will have no difficulty in grasping Selden's reasons for doing this:

In the first place, he knew that he would be obliged to inspire Kelly to exercise imagination, in order to "see" himself enjoying profit thru using a means for increasing his profits which he never had used previously.

Secondly, he did not know but what the use of direct advertising would be an entirely new idea to Kelly; and Selden recognized that if Kelly had no conception (or only a vague conception) of the value to him—in his business—of direct advertising, Kelly would be unable

to form clear and distinct "mental images" of net profit as the result of using direct advertising.

He knew that by leading up to the subject, thru a discussion of subjects with which he was sure the prospect would be familiar, he would assist the prospect's mind to form clear, distinct, and truthful "mental images" of net profit, and to associate the idea of direct advertising with the idea of net profit—even tho the prospect had been unfamiliar with the advantages he would enjoy thru using direct advertising.

The principle involved is this:

> **If you wish to influence a man to exercise imagination on a subject with which he is unfamiliar, begin by influencing him to exercise imagination on a subject with which he is familiar. Then show him the relation between the thing he does not know—and the thing he does know—and the deed is done.**

The Salesman's Choice of Subject

You will now understand why Selden chose the subject of mail order competition as a means of making contact with the mind of the prospect.

Selden was reasonably sure (from his knowledge of "prospect viewpoints") that Kelly would be familiar with this subject, and that he would have personal interest in it.

Moreover, it provided an excellent "lead up" to the subject of direct advertising because the relation between the two subjects was bound to be clear to the prospect as soon as that relation was pointed out to him.

In addition, Selden believed that Kelly would be willing to talk freely on the subject of mail order competition; and that, thru drawing Kelly out, he would be able to gain some information about Kelly that would assist him, later on, in gaining recognition of, agreement with, and acceptance of the idea of Kelly's using direct advertising in his business.

Advantage in Introducing Personal Points of Contact

Salesmen who like people, and are sincere in their desire to help people—salesmen of friendly, kindly, sincere personality, like Selden—often find it very helpful to get prospects to talk about their personal, or business, problems before talking about the main subject, or subjects, of the interview.

Frequently, they are able to render great service to prospects thru influencing them to look at their problems from a more positive and constructive angle—resulting in increased confidence in, good will toward, and desire to co-operate with the salesman.

Therefore, if a prospect wants to talk about his troubles when you approach him on any subject, let him talk.

When a man talks about himself, he makes a confession, whether he intends to do so or not. He tells of his hopes and fears, his desires and aversions, his ambitions and his indispositions. Without intending to do so—and often quite unconsciously—he will supply the point of contact which you need.

If you listen to what a prospect says—any prospect, at any time—you will get his viewpoint and will know why, how, and what should be said by you to engage and hold his attention—awaken his interest—and arouse his desire to converse with you.

Find a Common Point of Contact

Confidence is inspired most readily by reference to some subject of common knowledge.

It is very poor practice to begin conversation with a stranger—and prospects frequently are strangers—by reference to any subject known or suspected to be outside the experience of the stranger.

If it is not possible to know what unusual subjects are within the range of the prospect's experience until

later in the interview, good practice suggests caution—until the prospect's point of view has been developed, thru some expression of opinion by him.

If the main subject of the interview is such as will not be grasped readily by the majority of prospects, it may be advisable to begin with a "personal point of contact," on some subject which the prospect is sure to understand, and which will lead up to the main subject, in such way that the prospect will readily recognize, agree with, and accept what the salesman says on his main subject.

You will readily understand the strategy of Selden's practice in beginning with a common point of contact.

He was confronted with the necessity of inspiring the prospect to exercise his imagination and form "mental images" of the advantages to be enjoyed by him thru the use of direct advertising.

Selden had no way of knowing—prior to his call—whether or not the prospect was familiar with the subject of direct advertising.

It was safer to assume unfamiliarity with the subject than to assume familiarity with it—as will be understood by you—so, Selden proceeded on the assumption that his prospect was unfamiliar with the subject.

That being the case, Kelly would be unable to form any clear and distinct "mental images" in regard to it.

Consequently, Selden was obliged to lead up to the subject by talking on another subject in regard to which he was reasonably sure the prospect would be able to form clear and distinct "mental images."

The Part Played by Imagination

A Principle You Already Know

THIS presentation will make clear to you the importance and necessity which attach to imagination in salesmanship—particularly, in situations such as the one that has just been illustrated.

Here is a principle you learned early in your training; one which you have seen illustrated in all of the various sales you have read and studied in previous texts:

> **No salesman ever sells a prospect his product, or service, until after he has sold that prospect the possibility, the probability, or the certainty of some desirable advantage, or advantages, the prospect will enjoy thru buying, and either using, consuming, or reselling what is being sold.**

It will be clear to you that such advantages cannot always be *shown* by the salesman; neither can they always be *seen* by the prospect—with the physical senses.

But, they can be shown—and they can be seen—mentally, thru imagination, as you have learned thru the illustration you have been studying.

Selling Direct to Users

In the case of many devices, machines, appliances, etc., (frequently called "specialties"*) sold for use in business and elsewhere, the profit to be enjoyed almost always depends upon the *use* made of the product, or service, by the purchaser.

For example:

A business man may buy a typewriter, an adding machine, or other device thru which he expects to save money, or make a profit; but no matter how useful such

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* Editor's Note: Many devices, machines, etc., which people do not buy habitually, are called "specialties," as distinguished from "staples," the general term given to products, merchandise, etc., which people are in the habit of buying. Specialties may be defined as things which prospects have not formed the habit of buying.

an article may be, no matter how much profit may result from use—*if use does not follow purchase,* there will not be any profit, because profit depends upon use.

Consequently—and because the advantage is dependent upon use—the advantage cannot be *shown* by the salesman, and it cannot be *seen* by the prospect, with the physical senses, in advance of actual use by the prospect, even tho the salesman may make a complete visual demonstration of the manner in which the product or device, or service, may be used.

This will be very clear to you:

It is one thing to approach a business man with a known brand of product, from which a definite financial return may be figured, thru re-sale.

It is quite another problem to approach him with a proposition wherein the profit cannot be reduced to definite terms—as in the situation outlined above.

In such cases, the salesman must rely upon his power to inspire the imagination of the prospect with mental images of the advantages claimed.

What Is Imagination?

Imagination is defined by one writer on the subject as "the eye of the soul." It certainly may be defined as "the mental eye of man."

It is that faculty of the human mind which enables us to "see"—form "mental images" of—things that are not present—things that are not discernible by the physical senses.

If it were not for our imaginations, we would be chained to the reality of the present. We should be unable to live again our past experiences; we should be unable to project ourselves into the future, to escape from the confines of our tangible surroundings.

Imagination enables us to reproduce "mental images" of things we have previously "seen" with our physical

senses; that is, to re-create in our minds the impressions produced by sights, sounds, smells, taste, and feelings previouly experienced.

It also enables us to produce, construct, and create "mental images" of things we have not seen—and of things that cannot be seen, or otherwise perceived—with the physical senses.

Now, get this point clearly:

Salesmen, in all lines, are obliged to inspire prospects to exercise imagination to the end that the prospects will produce, construct, and create—as well as reproduce, reconstruct, and re-create—"mental images" of profit, economy, comfort, convenience, or other advantage, in their minds.

Shaughnessy, the Studebaker automobile salesman whose practice you studied in Text 16, was able to inspire Hoffman, his prospect, to form "mental images" of the advantages to be enjoyed by him and the members of his family, thru trading in his used car and buying two Studebakers.

Neither Shaughnessy nor Hoffman was able to "see"—or otherwise perceive—the advantages, with his physical senses.

Shaughnessy formed "mental images" of the advantages, in his own mind; and, thru the use of highly inspirational "selling appeals," he was able to stimulate the imagination of his prospect—with the result that Hoffman's mind produced the "mental images" inspired by Shaughnessy.

A Principle for You to Get

In view of the above example, it will not be difficult for you to grasp this principle:

> **No mental image of an advantage can be transferred to the mind of a prospect by a salesman, unless the salesman has a clear mental image of the profit to**

the prospect, definitely outlined and painted in proper colors in his own mind.

In other words, the salesman must first produce, or reproduce, a clear mental image in his own mind before attempting to transmit it to the mind of his prospect—as has been illustrated in the case of the Multigraph salesman.

The Salesman's Need of Imagination

More than any other salesman, perhaps, the salesman who sells "specialties," so called, direct to users, needs to make just such constructive use of imagination as has been outlined above.

Such a salesman is unable, in the majority of cases, to show a profit or other advantage which can be discerned with the physical senses; therefore, he must rely upon the power—the dynamic force—which a vivid imagination supplies.

In dealing with prospects who have previously bought what he is selling, the salesman will be obliged to inspire such prospects to *reconstruct* "mental images" of the advantage, or advantages, previously enjoyed.

In dealing with prospects who have not previously bought the salesman's product, or service—or anything similar to it—he will be obliged to inspire such prospects to *produce, construct,* and *create* clear, definite "mental images" of the advantages to be enjoyed thru buying.

No matter what you are selling, nor to whom, you will benefit thru cultivating your imagination and your power to inspire others to exercise imagination.

While it is possible to sell certain lines successfully (such as merchandise, for re-sale) without inspiring prospects to exercise much imagination, the exercise of imagination upon the part of prospects is essential to their buying other things—notably, money-making, or money-saving devices for use.

You will recall what has been said in Text 16 on the subject of inspiring desire.

If you would inspire prospects with "dominating desires," you must cultivate imagination, and learn to inspire and induce others to exercise imagination; because it is only thru the exercise of imagination upon the part of the salesman that the "dominating desires" of prospects can be aroused.

Two Classes of Men

Let us look at the contrast between the imaginative and the unimaginative man.

The imaginative man looks at an object—any object—and sees considerably more than the object itself. The unimaginative man sees only the object—nothing else.

The imaginative man "sees" in an article as common and familiar as a daily newspaper all of the processes thru which it has passed before reaching its present state. He "sees" the forests which provided the wood pulp, the pulp and paper mills—and all of the other agencies which contributed to the making of the newspaper.

He visualizes the future in store for the newspaper, the number of human lives it has affected, and may affect—the good and the harm it is likely to do.

His "mental images" may be *reproductions* of previous experiences; that is, he may have seen, previously, with his physical senses, all that he now "sees," mentally, thru imagination.

Or, his "mental images" may be the *creations* of his imagination; he may never have seen, physically, any of the things he now "sees" with the "eyes of his mind"; but his imagination may have been inspired by something he has read or heard concerning the things he imagines.

The man without imagination, however, "sees" only so much paper and print.

Keeping this contrast in mind, answer this question:

If an imaginative man and an unimaginative man were to attempt to sell you the same article—an article you did not know you needed, and therefore did not want—which man do you think would be more likely to succeed?

The imaginative man, whose "mental images" of the profit to be enjoyed by you are clear and distinct; or the unimaginative man, who has no clear, distinct "mental images" of the profit?

How to Cultivate Imagination

One of the editors of this training service is fond of telling the following story to illustrate an important point in the cultivation of imagination.

A mule strayed away from a Missouri farm, and was lost for several days; when, to the surprise of all concerned, the simpleton of the countryside brought the animal home.

He was asked how and where he found the mule; and he answered:

"Well, I got to thinkin' where would I go if I was a mule—and I went there, and he was."

Which, of course, proved that the simpleton was not nearly so simple as everybody thought him. He knew enough, at least, to use his imagination constructively.

Now, it may seem to you a far cry to draw comparisons between salesmen and the country boy, or between prospects and the mule—altho prospects do show some decidedly "mulish" characteristics at times.

You will recognize, however, that by putting himself in the prospect's place—thru the exercise of imagination—by striving to think as the prospect thinks, and feel as the prospect feels, a salesman will be able to make the most effective contact with the minds of prospects.

Your Study of Your Product

In making a study of the product, or service, you are selling, strive to see in it its greatest possibilities for service to prospects.

Do not look upon it as so much wood, or iron, or cotton, or silk, or whatever it may be made of; but think of it in its every relation with the people who have and will come in contact with it.

You will readily recognize that Farley, the washing machine salesman whose practice you studied in Text 15, made just such a study of his product. He formed clear "mental images," in his own mind of the advantages to be enjoyed thru using a Thor washer, and he was able to inspire the prospect to form similar "mental images." Had he looked upon his product as merely a mechanical device—no matter how perfect—he would have been unable to sell Mrs. Guttmann, because Mrs. Guttmann did not know she needed (and did not want to buy) a washing machine, at the time Farley called upon her.

Picture to yourself the advantages—whether possible, probable, or certain—which may be enjoyed thru buying, and using, consuming, or re-selling what you have to sell.

Picture to yourself the losses that will be sustained thru failure to buy what you have to sell.

You should not content yourself with picturing the more obvious advantages, but you should endeavor to "see" advantages that are not so readily recognizable.

The wider the variety of "mental images" of profit you are able to create in your own mind, the more prospects will you be able to inspire to exercise imagination.

Do not forget, however, that imagination may be allowed to run riot. It will, unless checked. But imagination may be sane, sensible, and serviceable, if what is imagined is applied, made real, thru being reduced to practice.

The Power of Imagination

IMAGINATION is the dynamo of the mind. It is a great creative force; it also is a great destructive force.

Imagination supplies the material for reason to work upon, and that material is good, indifferent, or bad, depending upon the subjects with which imagination deals. When imagination supplies constructive material for the use of reason, the results will be constructive. When it supplies destructive material, the labor of reason will be increased and intensified; and reason can only produce constructive results thru eliminating, casting aside much of the material supplied by imagination.

Thru the use of *constructive* imagination the business man foresees the details of his plans; he mentally visualizes the path he must follow to carry out his plans; and the goal, at the end of the path, toward which he is striving, is set up in his mind by his imagination.

It is the power which is used by the artist mentally to visualize his painting before he puts it on canvas. It is the power which enables the musician to hear the melodies and harmonies in his composition before he puts his notes on paper. It is the power thru which the architect visualizes a magnificent building before he draws his plans. It is the power thru which things are created mentally prior to their creation in physical form.

On the other hand, thru *destructive* imagination, the plans of the business man are made null and void—if doubt, anxiety, and worry are permitted to develop fear of failure before the plans are brought to fruition. *Destructive* imagination is the power thru which the mental picture in the mind of the artist is obliterated before it is transferred to the canvas. It is the power

thru which the song in the mind and heart of the musician is caused to fade away before it is expressed.

Imagination sustained by belief, confidence, and faith is a great constructive force, provided belief, confidence, and faith are supported and sustained by courage; imagination is a destructive force when it is based upon doubt, anxiety, and worry, because these negative factors result in control by fear, and control by fear leads to failure.

When fear obsesses the mind of the salesman, his imagination becomes destructive. Prospect viewpoints become barriers; prospect's questions become obstacles instead of helps; and, by and thru destructive imagination, the salesman fails to take full advantage of his opportunities.

Imagination in Salesmanship

The salesman who uses his imagination to plan for success, and who does this with confidence in himself, faith in his product, his house, and his power to convince and persuade, will be successful.

The salesman who imagines he is going to meet with all sorts of difficulties, obstructions, barriers, resistance, and antagonism will thereby turn the great constructive power of imagination into a destructive force for the defeat of his objective.

The salesman who cultivates *constructive* imagination will thereby be enabled to inspire constructive imagination in the mind of his prospect; and the salesman who cultivates *destructive* imagination will thereby make it impossible for him to stimulate anything but destructive imagination in the mind of his prospect. All that is clear to you; is it not?

Some Simple Illustrations of Imagination

We will now look at some simple illustrations of constructive imagination, which are within the range of your own experience:

You are walking home to dinner on a winter evening.

Suddenly, out of the darkness, an electric sign flashes the message: "Good Things to Eat." Immediately there flashes across your mind the picture of a thick, juicy steak. Your mouth begins to water, as you enjoy the delicious taste of that steak. Your olfactory nerves are affected. You smell the pleasant aroma. You feel the knife cut thru the tender viand; you feel the prongs of the fork sink into the piece of steak as you lift it to your mouth. You enjoy all the delights of a good dinner—in imagination.

This is an illustration of imagination which starts thru an appeal to the sense of sight.

You are sitting on your front porch on a summer evening. Suddenly, you hear the cry: "Fire! Fire! Fire!" In your mind red tongues of flame appear. You smell the smoke. You hear the clang and the roar of the fire engines in response to the alarm. Yet, the fire is several miles away from where you sit. How do you account for it? Your imagination is at work, inspired by an appeal to your sense of hearing.

This is an illustration of imagination which starts thru an appeal to the sense of hearing.

These two illustrations of imagination are stimulated by *objective* things—things outside the individual who does the imagining. They are illustrations which show how imagination may be inspired thru appeals to the senses of sight, hearing, taste, touch, and smell of prospects.

Self-Inspired Imagination

We now come to an illustration of imagination inspired thru an entirely different source.

It is a winter night. The weather is cold, and there is snow upon the ground. You are sitting in a comfortably heated room. Four walls protect you against

the inclemency of the weather. You feel quite contented to sit still and do nothing.

Suddenly, you find yourself seeing green grass; you see thickly leaved trees gently waving in a summer breeze, while flowers of different colors and textures flash into view. You see squirrels hopping on the branches of the trees. You see the birds alight and you hear them sing. You see a limpid stream of water running between mossy banks. You feel the warm rays of the sun on your head and shoulders. You are enjoying—in imagination—all the delights of your summer vacation.

What inspired you to imagine yourself in such surroundings on a cold winter night? How do you account for your re-enjoyment of your vacation in the middle of winter? What started the mental images you have just been seeing—in your mind?

In all probability, you will find it difficult to answer that question. You will only do so thru carefully tracing your thoughts just before your imagination began to work. If you are able to do this, you will find that some picture on the wall, some illustration in an advertisement, some words you have been reading in a newspaper or a book, or some words spoken by another are responsible for the inspiration of your imagination.

Sources of Inspiration Compared

In other words, in the first two illustrations given above, your imagination was inspired thru direct appeals to your senses, operating thru your brain, causing mental images to appear in your mind to complete the train of thought begun by the stimulation of your physical senses.

In the second illustration, you were not consciously impressed, thru your senses, with the object you saw, heard, smelled, tasted, or touched. However, notwithstanding your lack of attention to the object, despite your

failure to think of it consciously, the objective stimulation performed its function. It made contact with an associated idea in your subconscious, or unconscious, mind. The result was a train of images flashing into your mind—the operation of imagination.

Another Form of Imagination

There is one additional form of imagination which should be noted here: You have been asleep. Just on the verge of awakening—in that twilight zone between the state of consciousness and unconsciousness—you go thru some imaginary experience. It may be pleasurable or painful. It may express images of achievement, or it may express images of failure. It may be quite rational in form, or it may be very irrational. We call such experiences dreams.

When imagination works in our minds during the daytime, we sometimes refer to our experiences as daydreams; when imagination works in our minds during sleep, unconsciousness, we call them night dreams, or nightmares. Thru the scientific study of the phenomena of dreams, whether daydreams or night dreams, we are learning something concerning the power of that part of our mental equipment which is variously called the foreconscious, subconscious, superconscious, and unconscious mind of man.

Our Minds Work 24 Hours a Day

In other words, without going into detail at this point, we are learning that our minds work twenty-four hours a day; that the mind never ceases to function during life. We are also learning that we may utilize for our growth, development, and achievement, the power of our minds during twenty-four hours of the day—if we make effort to interpret the true meanings of mental images which flash into our minds at all times.

This twenty-four-hour use of the mind may be enjoyed

thru forming the habit of concentrating attention upon a selling problem—without making any conscious effort to solve it, but merely holding it in consciousness during the period just prior to going to sleep. If we learn to do this successfully, we shall find many of our problems solved in the morning.

You undoubtedly have had the experience of going to sleep with a problem on your mind and of awakening in the morning with the problem solved. Most persons have had this experience.

Thru a careful study of ways and means to achieve your purposes, you may learn how to cultivate your imagination during sleep, as the means thru which to solve some of your most difficult sales problems.

Briefly, the method is this: Find all the facts in relation to your problem thru the exercise of your conscious reasoning. When you have found your facts, and you are ready to use deductive reasoning to form a right conclusion from the facts, you may go to sleep—with the facts uppermost in your consciousness—with full assurance that your subconscious mind will deduce the right and rational conclusion during the time you are asleep.

When you come to the text entitled, "The Law of Suggestion," some of the things referred to above will be developed more fully for your study and use.

Creative Imagination

In all of the illustrations of imagination you have read in the preceding pages of this section, we have been dealing with what might be termed *reproductive imagination;* that is, we have seen how imagination brings back into consciousness some of our previous pleasurable experiences.

It will be evident that this same reproductive imagination will bring back into consciousness unpleasant and

painful experiences, if we permit ourselves to dwell upon such experiences; or if, thru what anyone says or does in our presence, we are reminded of such unpleasant or painful experiences.

Consequently, the trained salesman is usually careful to avoid saying or doing anything—while in the presence of a prospect—which might result in inspiring the mind of the prospect to exercise imagination on subjects of painful or unpleasant experiences. This is a rule to which there are some exceptions.

The point is this: If the mind of the prospect is influenced to exercise imagination on painful or unpleasant subjects, that fact will prevent the prospect from exercising his imagination on pleasurable subjects, such as the money profit, economy, gain, comfort, convenience, benefit, or other advantage he may be caused to hope to enjoy thru buying what the salesman is selling.

Of course, there are types of minds, products or services, and conditions under which it may be necessary for the salesman first to arouse fear of loss to secure the proper stimulation of the mind of the prospect; however, in such situations, the salesman must promptly indicate the way thru which such loss may be avoided, so as to stimulate the mind of the prospect with constructive imagination.

A Familiar Illustration

An illustration will make this point clear:

In his talk with Kelly about the competition of the mail order houses, Selden risked arousing destructive imagination in the mind of his prospect; but if you will note carefully what he said, and how he said it, you will see that Selden did not permit Kelly's destructive imagination to "run wild"; he promptly turned the attention of Kelly away from the thought of loss to the thought of profit, thru indicating to Kelly the possibility of

Kelly's using the same method used by the mail order houses for his own profit and business advantage.

Had Selden permitted Kelly to dwell too long upon the subject of his losses; had he not promptly turned the attention of Kelly to the possibilities of profit, he would have failed to inspire the mind of Kelly with imagination (mental images) of profit to himself, and in that event, he would not have had any basis for the presentation of his selling appeals in favor of using direct-advertising material.

That is all clear to you; is it not?

The Trained Salesman Inspires Constructive Imagination

Therefore, the trained salesman always makes effort to inspire the imagination of the prospect with hope of gain, desire to learn the form of gain, desire to enjoy the advantages to be enjoyed as the result of achieving the gain, tentative purpose to buy, followed by definite purpose to buy, followed by a resolution to buy, so that the advantages may be enjoyed thru buying—in the order given, in harmony with the "selling plan."

As will be seen in the case you have studied in this text, the salesman begins by inspiring the imagination of the prospect with expectation of advantage to him, in such form as to stimulate the imagination of the prospect to make mental images of pleasurable character.

In other words, the salesman inspires the mind of the prospect to create images of active enjoyment of advantages he has not hitherto enjoyed.

Reproductive and Creative Imagination

In talking to a prospect about buying for re-sale, thru which the prospect will be inspired to imagine his enjoyment of the profits which come thru re-sale, the salesman is developing *reproductive imagination* in the mind of the prospect; that is, he is bringing back into the consciousness of the prospect other experiences thru

which he enjoyed money profit.

However, when the salesman is talking to a prospect about buying anything for use—anything which he has never bought before—the salesman is obliged to inspire the mind of the prospect with *creative imagination;* that is, the prospect must be influenced to imagine his enjoyment of a form of advantage he has never experienced before. It requires more skill upon the part of the salesman to develop *creative imagination* in the mind of the prospect than it does to develop reproductive imagination—as you will readily recognize.

Of course, in one sense, it might be said that the salesman inspires the mind of the prospect with creative imagination when he attempts to sell him goods for re-sale which the prospect has never bought before; however, this is not the case, because the prospect has enjoyed profit thru buying and selling, and it is this reproduction of that experience which the salesman endeavors to develop.

When a salesman is offering something to a prospect which he has never bought before, and when the advantages to be enjoyed by the prospect come thru the use of a product, or device, or service, instead of thru re-sale, it is necessary to inspire the mind of the prospect with creative imagination; that is, the salesman must influence the mind of the prospect to imagine the benefits he will enjoy; and, as this will be a new experience of the prospect, he must be inspired to create images of that new experience in his own mind.

Inspiration, Imagination, and Impulsion

Right here, so that the subject may be clarified, it will be well to say this:

1. The salesman *inspires* the mind of the prospect with hope, expectation, and desire for advantages.
2. He induces the prospect to *imagine* the kind, quantity, and quality of the advantage he is presenting to the pros-

pect, so that the prospect may have a mental picture of the advantages, and of himself in the enjoyment of the advantages.

3. He then *persuades,* or *impels,* the prospect, thru the use of an impelling selling appeal—to act—buy—so that the prospect may enjoy the profit which he has already enjoyed in his imagination, and which he has a sincere and active desire to enjoy in reality.

Summary of Points in Text

Personal points of contact should be made where you must sell an idea, a method for utilizing an idea, and a means thru which the method is to be applied.

Imagination must be used by the salesman, thru which he sees mentally the advantage, or advantages, to the prospect; because, unless the salesman has "mental images" of the advantages in his own mind—clear, distinct, and in all of the details—he cannot inspire the prospect to use his imagination, his mind, so that he, also, can build "mental images" of the advantages to him.

When selling things for re-sale, or things with which the prospect is familiar thru previous purchase, all the salesman need do is to inspire the prospect to *reproduce* "mental images" of advantages previously enjoyed.

But when selling anything for use—anything unfamiliar to the prospect—the salesman is obliged to inspire the mind of the prospect with *creative* imagination, or "mental images" which are no part of his previous experience.

The mind of the prospect must be inspired to create "mental images" of new forms of advantage thru oral descriptions; therefore, the master salesman must study how to describe advantages to the prospect in form to transfer his own "mental images," thru the use of words, to the mind of the prospect.

The Next Text

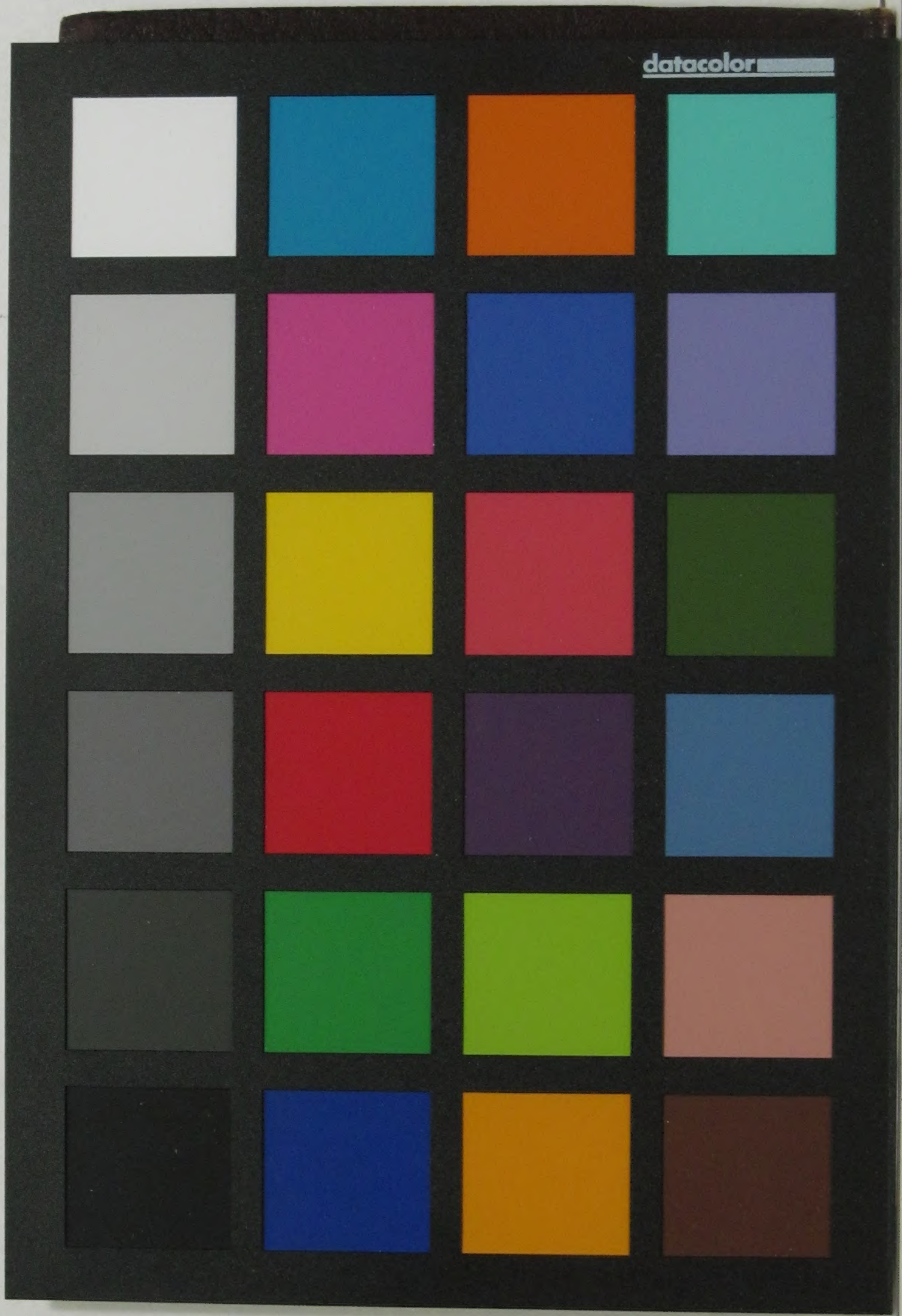
In the next text, you will study "Convincing Salesmanship."

You will gain a fuller grasp of what you already know about the necessity for, and the effect of, "convincing selling appeals"—thruout the entire "organized selling talk," and particularly in the "sale of the profit"; and you will learn how to use two very effective methods of presenting proof of profit, thru re-sale.

The illustration you will study will involve the sale, for re-sale, of a well-known grocery specialty. In this illustration, a thoroly trained salesman will use one effective method of proving profit thru re-sale; and, following the illustration, you will be given another method which may be used effectively in "selling the profit," thru re-sale, of any advertised product for which considerable "consumer demand" has been developed.

You will also make a more thoro study than you have made heretofore of the various methods of distribution —the different channels thru which goods, merchandise, and products flow from producer to ultimate consumer, or user.

This, as you will recognize, will be unusually interesting, as well as helpful, to you.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MODERN SALESMANSHIP

Practice and Principles

Imagination in Salesmanship

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